

# REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS . REGIONAL COMMAND NORTH

**MONTHLY REPORT: MAY 2012**



*Photo: Students from District 3 in Mazar-e-Sharif participate in an Art Contest organized by the Mazar-e-Sharif Municipality and the Directorate of Education, with RU-N support, on May 8, 2012.*

**JUNE 15, 2012**

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## ABBREVIATIONS & TERMS

CLIN	Contract Line Item Number
CO	Contracts Officer
COP	Chief of Party
COR	Contracting Officer's Representative
DAI	Development Alternatives Incorporated
DoWA	Department of Women's Affairs
EA	Embedded Advisor
GDMA	General Directorate of Municipal Affairs
GIRoA	Government of the Islamic Republic of Afghanistan
IDLG	Independent Directorate of Local Governance
M&E	Monitoring and Evaluation
MOF	Ministry of Finance
MOU	Memorandum of Understanding
MTL	Municipal Team Leader
NGO	Non-Governmental Organization
PAAG	Public Administration Advisory Group
PBB	Performance Based Budgeting
PBT	Project-based Training
PDC	Provincial Development Committee
PRT	Provincial Reconstruction Team
RAMP UP	Regional Afghan Municipalities Program for Urban Populations (USAID program)
RC (E,W,N,S)	ISAF Regional Command East, West, North, South
RU-N	RAMP UP North
SDAG	Service Delivery Advisory Group
SOP	Standard Operating Procedures
SOW	Scope of Work
TA	Technical Assistance
TAMIS	Technical Assistance Management Information System
TOR	Terms of Reference
ToT	Training of trainers
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government

### Terms

<i>gozar</i>	Neighborhood
<i>nahya</i>	Municipal District
<i>qaryadars</i>	village leaders
<i>wakil or kаланter</i>	<i>nahya</i> or <i>gozar</i> representative
<i>Tashkeel</i>	administrative structure of a GIRoA entity
<i>Safayi tax</i>	service charge and property tax
<i>Moustoufiat</i>	the provincial-level branch of the Ministry of Finance

## ABOUT RAMP UP NORTH

The purpose of the Regional Afghan Municipalities Program for Urban Populations for Regional Command North (RAMP UP North) is to create effective, responsive, democratic, transparent, and accountable municipal governance in the nine provinces that comprise the International Security Assistance Force's (ISAF's) Regional Command North.

RAMP UP North will: (1) increase the capacity of the Government of the Islamic Republic of Afghanistan (GIROA) municipal officials, (2) markedly improve the delivery of municipal services to citizens in target municipalities, and (3) increase municipal capacity to enable, support, and sustain economic growth. As a result of the RAMP UP North, Afghan citizens will receive better services, understand the responsibilities of municipal leaders, play an active role in the municipal decision-making process, and see local governance structures as legitimate.

## EXECUTIVE SUMMARY

In the month of May, RU-N advisors finalized budget preparation for all nine municipalities. Eight municipal budgets have been completed and submitted to IDLG/GDMA. The Maymana Municipality submitted its budget on May 23 to the Governor's Office, with approval expected in early June before submission to IDLG/GDMA.

Both round one and round two sub-projects have made strong progress. Round one sub-projects in eight municipalities were completed and handed over to their respective municipalities. Construction of the Maymana Women's Park Improvement project began officially on May 21. Seven proposed Scopes of Work (SOWs) for round two projects have been conceptually approved, one was submitted for conceptual approval, and one has been presented to the RU-N/Mazar Project Review Committee.

RU-N advisors continued to assist in business registration and licensing and reported that data entry in all five targeted municipalities (Faizabad, Taloqan, Pul-e-Khumri, Aybak and Sar-e-Pul) has been completed. 14,045 businesses were registered this year, which represents a 40% increase in the number of businesses that were registered last year. Printing of tax bills in three municipalities (Aybak, Taloqan and Faizabad) has been completed and they have already begun distributing licenses to businesses. The two other municipalities are still in the process of printing tax bills.

In the effort to increase women involvement in municipal decision-making, RUN worked with civil society and communities in all municipalities to recruit additional women in the membership of Service Delivery Advisory Groups (SDAGs). With the exception of Faizabad, all SDAGs have 25% or more women members that are actively participating in the identification, design and monitoring of service delivery improvement projects.

## PROGRAMMATIC HIGHLIGHTS

- In terms of capacity building, RU-N advisors continued to provide TA to municipal officials on budget preparation and revision, and business registration and licensing. Furthermore, Service Delivery Improvement Sub-projects, as well as other opportunities were used to provide technical assistance and on-the-job training in areas such as project management, citizen monitoring, economic development and strategic communications to municipal officials and citizens.
- In terms of sub-projects, the final round one sub-project, construction work on the Maymana Women's Park Improvement sub-project officially started on May 21. Round one sub-projects in eight other municipalities completed and the management of these projects was handed over to their respective municipalities. Round two sub-projects proposed scopes of work (SOWs) have been conceptually approved for seven municipalities; for the two remaining municipalities one has been submitted for conceptual approval and one is still under the review of the Project Review Committee of RU-N Mazar-e-Sharif Main Office.
- RU-N advisors continued to assist in the preparation of municipal annual budgets in May, resulting in the completion of all nine municipal budgets. Eight municipal budgets have already been submitted to IDLG/GDMA after receiving approval from their respective provincial Governors. The Maymana Municipality submitted the draft budget on May 23 to the Governor's Office, with approval expected by June 4.
- In May, RU-N advisors continued to assist municipal officials in business registration in all five targeted municipalities- Aybak, Faizabad, Pul-e-Khumri, Sar-e-Pul, and Taloqan. Data entry for



all five municipalities has been completed; three out of five municipalities also completed printing of the tax bills and have already started distributing licenses.

- As part of public outreach activities for municipal trash collection, RU-N staff supported the Municipality and Education Directorate of Mazar-e-Sharif to organize a painting contest for more than 100 students from four schools.

## PROGRAMMING ACTIVITIES

### CAPACITY BUILDING

#### Technical Assistance (TA)

RU-N advisors continued to provide TA to municipal officials on budget preparation/revision and business registration and licensing. For instance, on May 7 in Faizabad, RU-N advisors provided TA to the Account Manager (male) on the provision of the municipal annual report for 1390 and to the Revenue Manager (male) on business registration and licensing using the database software. In Taloqan, advisors provided TA to Revenue Department staff on printing and organizing tax bills from May 20-24.

#### Consultations

RU-N advisors held regular consultations with municipal staff, citizens and SDAG members throughout the month. Consultation themes included budget preparation and revision, business registration and licensing and drafting the proposed SOWs for the second round sub-projects. For instance, on May 9 Aybak RU-N staff discussed how to enforce the planned tax bill distribution by surveyors, and on May 21 the advisors consulted with the SDAG and beneficiary group members on the SOW for the second round project. This consultation meeting had 29 participants (14 women), including SDAG members, the project beneficiary group and municipal officials.

#### Regional Workshops/Conferences

There were no regional workshops in the month of May for municipal officials; however, on May 21 RU-N Mazar Main Office organized a one-day workshop for the embedded advisors from all nine municipalities on "Promoting Community Engagement in Municipal Services".

The RU-N technical team members gave presentations on Service Delivery Advisory Group (SDAG) membership criteria, the SDAG terms of reference, the SDAG's involvement in the project selection process, facilitation of SDAG decision-making, inclusion of more women and youth in SDAG, survey methodology for pre- and post-project surveys, and citizen monitoring.

After the presentation of training materials, the embedded advisors participated in a role-play conducting citizen surveys. The goal was to transfer technical knowledge to the embedded advisors, who would then train municipal officials on how to increase the number of women and youth members in the SDAGs and how to help SDAG members conduct project selection. In addition, advisors were trained on ensuring that sub-projects concepts meet criteria from IDLG/GDMA, Provincial Development Committees (PDCs), USAID, and RU-N.



*Embedded advisors were invited for a one-day workshop on "Promotion of Community Engagement in Municipal Services" on May 21.*

#### Functional Training / Project-based Training (PBT)

RU-N staff continued to use the Sustainable Service Delivery Improvement Sub-projects, as well as other opportunities, to provide technical assistance and on-the-job training to municipal officials and citizens in the following areas:

- Project management: the various phases of project management as they relate to the sub-projects.
- Business registration and licensing: data entry of survey information, printing of tax bills, and printing of licenses in the five municipalities participating in this program.
- Citizen advisory committees: updating of terms of reference for Service Delivery Advisory Groups and establishing subcommittees.
- Citizen monitoring: through the use of post-project surveys and citizen report cards related to the sub-projects.
- Strategic communications: data collection for municipal websites and municipal information boards, as requested by GDMA (much of this work is being done by RU-N EAs, but is being coordinated through the Mayor's office).
- Economic development: data collection for municipal economic profiles (much of this work is also being done by RU-N EAs, but is being coordinated through the Mayor's office).

## SUSTAINABLE SERVICE DELIVERY IMPROVEMENT SUB-PROJECTS

Round one sub-projects in eight municipalities (Aybak, Mazar-e-Sharif, Sheberghan, Sar-e-Pul, Pul-e-Khumri, Taloqan, Faizabad and Kunduz) have been completed and the management of project activities was handed over to their respective municipalities. For instance, in Pul-e-Khumri on May 27, the sub-project final closeout certificate was endorsed by the Mayor and was sent to the RU-N Mazar Office. In Faizabad, the trash collection project had constructed 10 stone masonry trash bins, which have been completed and will be officially handed over to Faizabad Municipal Officials by early June. The kick off meeting and opening ceremony for the Maymana first round sub-project, the Women's Park Improvement project, took place on May 21 with 12 male and 14 female citizens present.

In terms of round two sub-projects, by the end of the reporting period, seven proposed SOWs (Kunduz, Maymana, Sheberghan, Sar-e-Pul, Aybak, Mazar-e-Sharif and Taloqan) were conceptually approved by USAID, one has been submitted for conceptual approval (Pul-e-Khumri), and one has been presented to the RU-N/Mazar Project Review Committee and is being revised (Faizabad).

Summaries of the status of sub-projects (both rounds) can be found in the tables below:

<b>First Round Sustainable Service Delivery Improvement Sub-projects —Status as of May 31, 2012</b>			
<b>Municipality</b>	<b>Sub-project Type</b>	<b>Status</b>	<b>Notes</b>
Aybak	Park Improvement	Completed	Closed Out
Faizabad	Trash Collection	Completed	Trash collection completed and 10 stone masonry trash bins will be officially handed to the Municipality on June 6
Kunduz	Trash Collection	Completed	
Maymana	Women's Park Improvement	Ongoing	Park improvement work officially started on May 21
Mazar-e-Sharif	Trash Collection	Completed	
Pul-e-Khumri	Trash Collection	Completed	Completed May 27
Sar-e-Pul	Park Improvement	Completed	Handover ceremony scheduled for June 6
Sheberghan	Trash Bin Fabrication	Completed	
Taloqan	Trash Collection	Completed	Handed over to municipality after a 3-day public outreach campaign (May 8-10)

Second Round Sustainable Service Delivery Improvement Sub-projects —Status as of May 31, 2012		
Municipality	Sub-project type	Status
Aybak	Public Latrines	Conceptual Approval Received
Faizabad	Public Latrines	Minor Revisions to Proposed SOW in Progress
Kunduz	Park Improvement	Conceptual Approval Received
Maymana	Public Latrines	Conceptual Approval Received
Mazar-e-Sharif	Trash Collection	Conceptual Approval Received
Pul-e-Khumri	Park Construction	Submitted for Conceptual Approval
Sar-e-Pul	Market Improvement	Conceptual Approval Received
Sheberghan	Public Latrines	Conceptual Approval Received
Taloqan	Park Improvement	Conceptual Approval Received

## BUDGET PREPARATION AND REVENUE GENERATION

Following the decision of IDLG/GDMA to revise the budget calendar from twelve months to nine months, RU-N advisors assisted municipal officials in making appropriate revisions to the draft budgets in all nine municipalities. RU-N advisors continued in May to work with municipal officials on the completion of the annual municipal budgets in the remaining three out of nine municipalities. To date, eight municipal budgets have been completed and submitted to IDLG/GDMA. Maymana Municipality submitted its budget on May 23 to the Governor's Office and the office approved it on June 4.

Details in relation to budget preparation and submission to GDMA are listed in the table below:



*The Taloqan 1391 municipal budget was discussed at the Provincial Governor's Office on May 15, following support from RU-N advisors to Municipal staff on preparing the budget.*

RU-N-Assisted Budget Preparation by Municipality as of May 31, 2012				
Municipality	Date 12-month budget finalized and ready to submit to IDLG/GDMA	Date 9-month budget revisions completed	Date 9-month budget signed by Governor	Date 9-month budget submitted to IDLG/GDMA
Aybak	4/3/12	4/17/12	4/25/12	5/09/12
Faizabad	4/1/12	4/12/12	4/25/12	4/28/12
Kunduz	3/29/12	4/8/12	4/18/12	4/21/12
Mazar-e-Sharif	4/2/12	4/9/12	4/9/12	4/18/12
Pul-e-Khumri	3/28/12	4/18/12	5/01/12	5/05/12
Sar-e-Pul	4/1/12	4/18/12	4/26/12	5/19/12
Sheberghan	4/4/12	4/16/12	4/17/12	4/21/12
Taloqan	4/1/12	4/19/12	5/15/12	5/20/12
Maymana	*	4/25/12	5/23/12	Approved by the Governor's Office on June 4, and will be sent to GDMA.

In terms of business registration and licensing, RU-N advisors reported that data entry in all five targeted municipalities (Faizabad, Taloqan, Pul-e-Khumri, Aybak and Sar-e-Pul) has been completed. A total of 14,045 businesses have now been registered in these five municipalities -- an increase of 5,568 newly registered businesses as compared to the previous year (1391). RU-N advisors in Aybak, Taloqan and Faizabad also helped officials to complete tax bill printing and the distribution of business licenses. In Sar-e-Pul and Pul-e-Khumri, RU-N advisors continue to assist the municipality with printing tax bills.

Details in relation to business registration and licensing, including a comparison with the previous year, are listed in the table below:

Municipality	Registered Businesses and Licenses Issued (Baseline-1390)	Newly Registered Businesses (1391)	No of Database Entries	Forms Remaining for Data Entry	Printed Tax Bills	Issued Tax Bills	# of Licenses Issued	Increase in Number of Businesses Registered	% Increase in Businesses Registered
Faizabad	884	2106	2106	0	All	All	79	1222	138%
Taloqan	1600	4510	4510	0	All	1100	80	2910	182%
Pul-e-Khumri	3300	3836	3836	0	2200	18	18	536	16%
Aybak	1395	1924	1924	0	All	All	450	529	38%
Sar-e-Pul	1184	1555	1555	0	0	0	0	371	31%
<b>Grand Total</b>	<b>8363</b>	<b>13931</b>	<b>13931</b>					<b>5568</b>	<b>39.6%</b>

## CITIZEN ENGAGEMENT

### Women's Participation in Municipal Decision Making

RU-N advisors continued to update SDAG member lists to ensure that membership numbers reflected at least 25% females. In cases where the percentage of female SDAG members was under 25%, RU-N advisors worked with SDAG officers to begin recruitment of additional female members. The percentage of female members increased in the following municipalities after recruitment throughout May:

Municipality	% Increase in women's participation in the SDAG
Kunduz	37.5%
Mazar	33%
Aybak	26%
Pul-e-Khumri	25%
Sheberghan	25%
Faizabad	21%

### Citizen Surveys and Beneficiary Group Meetings

RU-N advisors continued to conduct bi-weekly citizen surveys on first round sub-projects. Results indicated citizen are satisfied with the sub-projects thus far. For example, on May 15 the RU-N advisors conducted a citizen beneficiary survey in Sar-e-Pul, and found that more than 80% of the 20 citizens interviewed were satisfied with the project. In Kunduz, during the second week in May, SDAG female members conducted a



*RU-N advisors in Taloqan supported municipalities in conducting post-project surveys of 150 citizens.*

survey of 40 women on trash collection services, where 62.5% of respondents were very satisfied with the quality of the sub-project, 12.5% were satisfied and 25% rated the project as average quality.

In addition, RU-N facilitated several *kalanter*s meetings in May, where RU-N advisors collaborated with *kalanter*s to distribute and collect citizen report cards on sub-projects. A meeting of 9 *kalanter*s was facilitated on May 15 in Faizabad to discuss the transition of RU-N's trash collection project activities to the Faizabad Municipality.

Furthermore, as part of public outreach activities for trash collection, RU-N staff supported the Municipality and Education Directorate of Mazar-e-Sharif to organize a painting contest for more than 100 students from four schools on May 8. The students competed for the grand prize and 9 runner-up prizes, and prizes for the winners included school bags and art supplies. Some of the judges and winning students were invited to participate in a live program on Mehr TV the following day to share their experiences and lessons learned.

### Service Delivery Advisory Group Meetings

During May, RU-N advisors and municipal officials consulted with SDAG members to increase the number of female members and youths that participate in these groups. SDAG members in several municipalities were also invited to meetings and ceremonies to mark the transition of completed sub-projects from RU-N management to municipal control.



*Mehr TV interviews participants in the RU-N-supported Art Contest in Mazar-e-Sharif on May 9, 2012.*



*Pul-e-Khumri SDAG members discuss the Service Improvement Plan for the Round 2 proposed park project on May 8, 2012.*



## PLANNED JUNE ACTIVITIES

RU-N advisors will focus on the following activities in June:

- As all round one sub-projects have been completed (except for Maymana) and officially handed over to the municipalities, RU-N advisors will complete the close-out phase of these sub-projects.
- Round two sub-projects will enter the procurement stage, and RU-N advisors will provide functional training in conjunction with bid openings and evaluations.
- RU-N advisors will continue to assist in the printing of tax bills in Sar-e-pul and Pul-e-Khumri, and distribution of licenses for Aybak, Faizabad and Taloqan businesses in order to facilitate the process of business licensing.
- The round three project selection process will begin in June, with facilitation from RU-N advisors.
- RU-N advisors will follow up on the submission of municipal budgets to IDLG/GDMA and provide TA to municipal officials if/when questions or requests are raised by IDLG/GDMA. In addition, advisors will begin preparing for the public budget meetings (planned for June and July) where the final approved budgets will be presented and explained to citizens.
- RU-N advisors will collect information for municipal websites and notice boards at the request of GDMA in all nine municipalities.

## **APPENDIX: RU-N ONE-PAGERS**

Each month RU-N plans to highlight particular achievements, successes, or unique aspects of the program. The following pages contain two such stories.





**USAID**  
FROM THE AMERICAN PEOPLE

**AFGHANISTAN**

USAID 50 ANNIVERSARY

***The Youth of Mazar-e-Sharif Showcase Art Skills in Support of Cleaning and Greening:***

***RAMP UP-North and the Mazar-e-Sharif Municipality facilitate an art contest for local students***



***"These kinds of activities and contests will motivate students and their families to plant trees and keep their environment clean and green."***

***-Ms. Habiba, Principal of Hazrat Belal School.***

Telling Our Story  
U.S. Agency for International Development  
Washington, DC 20523-0000  
<http://stories.usaid.gov>

The Regional Afghan Municipalities Program for Urban Populations, Regional Command North (RAMP UP-North or RU-N) sponsored and assisted the Mazar-e-Sharif Municipality and the local Directorate of Education in facilitating an art contest for school children on May 08, 2012. The contest was organized as part of a public outreach campaign for the RU-N Mazar-e-Sharif District 3 trash collection sub-project. More than 120 girls and boys from four schools participated. According to municipal officials, the goal of the contest was two-fold: to inform District 3 citizens about the upcoming trash collection sub-project and to reach the parents of participants and the general public through the students' themed paintings and media coverage of the event.

RU-N provided art supplies for the children, who were given two hours to paint a picture with the theme "Let's Keep our City Clean and Green". A panel of judges, including one teacher from each of the schools, chose the top ten paintings which were number-coded to avoid any bias in judging. All of the winners received school and art supplies as a prize, and the number one best artist received an additional prize of professional art supplies and a flip chart easel.

Roobika Nori, the RU-N Business Community Officer, stated that the main criterion for selection of winners was a clear message, relevant to the theme, which encouraged the cleaning and greening of Mazar-e-Sharif.

Students rose to the challenge and enthusiastically participated in the event. Most of the paintings were of children watering plants and trees or planting new trees. Many students also painted the beautiful Shadyan Mountains in the background. "These kinds of activities and contests will motivate students and their families to plant trees and keep their environment clean and green," said Ms. Habiba, Principal of Hazrat Belal School.

Shogofa, a female teacher from Hazrat Bilal, remarked, "every student is from a family, and every family has several members. Surely the students will discuss the contest with and describe their paintings to their families. Their parents and siblings will be encouraged to pay more attention to cleaning and greening."

The contest was covered by local media, including at least two television stations, Mehr and Balkh Government TV stations. Mehr also invited some of the participants, including students and judges, to a morning television program the following day.

Inspired by this event, and in an effort toward continued public awareness, Aisha Afghan Girls' School established a newsletter entitled "Let's Keep Our City Clean". The English Department published the newsletter, which contained several articles written by students related to the importance of cleaning and greening.



**USAID**  
FROM THE AMERICAN PEOPLE

**AFGHANISTAN**

USAID 50 ANNIVERSARY

## *Two Women in Sar-e-Pul Inspire Others to Get Involved*



***"Mayors will be elected in the near future. It is important that women participate in these elections, and for that they must be informed about the Municipality's roles and responsibilities."***

***- Zuhail, a female member of the SDAG***



***"We found defects [in the sub-contractor's work] on several occasions and asked the sub-contractor to fix them."***

***- Nasima, a female member of the SDAG***

Telling Our Story  
U.S. Agency for International Development  
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Zuhail and Nasima joined the Service Delivery Advisory Group (SDAG), a group of citizen volunteers who provide a bridge for communication among citizens and municipal officials, in September 2011. The SDAGs were facilitated by the Regional Afghan Municipalities Program for Urban Populations, Regional Command North (RAMP UP – North or RU-N) to provide a way for citizens and municipal officials to communicate constructively and in a non-confrontational manner. Since joining the SDAG, these two women have regularly and actively participated in SDAG meetings in an effort to work with the Sar-e-Pul Municipality to provide better services to citizens.

Nasima, who is currently the Head of the Directorate of Women's Affairs (DoWA), was elected Vice Chair of the SDAG. She said that she joined the SDAG because she was interested in serving her community, and as an SDAG member, she could work with both the Mayor and the citizens for the provision of better quality municipal services. Zuhail is the Director of an NGO called Women for Afghan Women, which advances women's rights and helps women who are victims of domestic violence.

Not only do Nasima and Zuhail participate in regular SDAG meetings, but they also dedicated themselves to becoming the most active members of the SDAG Monitoring Committee. The Committee was tasked with weekly monitoring of the RU-N-sponsored park improvement sub-project, where several improvements were made to the central park in Sar-e-Pul. The project reached the scheduled completion date in May 2012, but the SDAG requested a delay in order to fix some defects spotted by the Monitoring Committee. "We found defects [in the sub-contractor's work] on several occasions and asked the sub-contractor to fix them," said Nasima.

"These two women are the most active members of the Monitoring Committee. This is really admirable that they are supporting the Municipality to this extent, with all the cultural and security concerns that exist for women in Sar-e-Pul," said Abid, a RU-N embedded advisor in Sar-e-Pul.

"My expectation is that we will increase transparency in terms of municipal activities through the SDAG. This transparency will come with our monitoring and observation of the services provided by the Municipality and provision of constructive suggestions and advice on how to improve services," stated Zuhail.

Nasima added, "Sar-e-Pul is a remote and very [traditional] province. Women seldom work outside. I am doing this in order to encourage other women to participate in the development of their city, and I know how important women's participation is...the women of Afghanistan play the most important role in managing households, and our city is only a larger model of our homes."

According to Zuhail, other women working for her NGO were inspired by her role in the SDAG, and have expressed their interest in getting involved as well. In fact, these two women hope to be an inspiration to all of the women in their community. Zuhail pointed out that "Mayors will be elected in the near future. It is important that women participate in these elections, and for that they must be informed about the Municipality's roles and responsibilities."